

Vacancy Announcement Number: EPA-Exec-2017-0004
Senior Executive Service Candidate Development Program
U.S. Environmental Protection Agency
14 November, 2016

Application of: _____

Qualification Highlights

- Served in multiple senior leadership positions in the Federal government for 15 years
- Director of Personnel programs achieving breakthrough innovations in recruitment, workforce development, retention, wellness, and labor relations
- Director of multi-million dollar projects
- Member of Department of Army Civilian HR Board of Directors
- Expert in the development of innovative human resources policies and practices
- Secret security clearance

MANAGEMENT POSITIONS

Director of Personnel (DCS G1), SES Detail June 2015 – September 2016
U.S. Army Materiel Command, Department of Army, Huntsville AL

- Provided comprehensive strategic reshape strategy to downsize 68,000 employee workforce by 25% without the utilization of Reduction in Force procedures.
- Provide leadership to a staff of 70 HR managers and specialists and guidance to 11 subordinate organizations Human Resource Staffs covering a workforce located all 50 states and 141 countries with an annual workforce budget in excess of \$20 million.
- Oversight of labor relations with Unions representing 120 separate bargaining units globally.
- Innovative workforce renewal strategy attracted 1.2K millennial employees in year one.
- Advisor to three-star equivalent Executive Deputy to the Commanding General on all matters Personnel.

Deputy Director of Personnel (ADCS G1), GS-15 November 2010 - June 2015
U.S. Army Materiel Command, Department of Army, Huntsville AL

- Developed and implemented Redstone Arsenal's Labor Management Forum "best practice" designation by the Deputy Assistant Secretary of the Army.
- Provided leadership to 80 civil service and military employees.
- Developed HR policy and provided centralized HR servicing programs for the headquarters staff of over 800 employees.
- Fully accountable for an annual budget in excess of \$2.5 million for training, wellness and safety programs.
- Diplomatically synchronized Wellness, Safety, Diversity, and HR Staffing missions to achieve command's strategic HR objectives while individual staffs reduced manning by 25%

Dep Director Civilian Force Integration (Operations), GS-15 June 2009 – Nov 2010
U.S Air Force Personnel Center, Department of the Air Force, San Antonio TX

- Responsible for workforce staffing, benefits, retirements, workers comp, and recruitment operations (350 personnel), training time for apprentice to journeyman reduced by 70 percent.
- Stem employee retention problems, dissatisfaction dropped by 75% attrition below 5%.
- Executed operational outsourcing program to eliminate backlog in hiring actions, built CBA to garner \$1.3M in agency funding. Reduced aged actions by 90% in less than one year.

EXECUTIVE CORE QUALIFICATIONS

LEADING CHANGE

As Director of Personnel the U.S. Army Materiel Command, I created the strategic human capital plan setting the organizations vision to reorganize and execute responsibility for all human capital management processes, programs, and systems integration and execution across 11 separate 2-star led Commands. A major goal was to ensure all HR programs aligned with the agency's line of effort for building and sustaining a ready and resilient workforce.

- Oversaw the policy and procedures for internal and external execution of reduction in force mitigation strategies to reduce the workforce while sustaining a pipeline of new employees.
- Standardized tracking of manpower authorizations with employees on board and delivering real-time retention data to senior leaders to insure consistent and coordinated verification on utilization of separation and retention incentive programs across the agency.
- Directed the realignment and consolidation of internal Directorate resources to address the 25 percent reduction in staff while assuming a plus up in 4 new mission areas without commensurate increases in manpower, with a net savings of over \$1.5 million in annual salary.
- Consolidated workforce renewal efforts at the agencies 4 largest workforce and mission centers of gravity, Huntsville AL, Aberdeen MD, Detroit MI, Rock-Island IL. Effort resulted in increased exposure to 2 and 4 year college students as a resource pool for shaping our future workforce.

LEADING PEOPLE

As the Commander/Director of Personnel Mission Support for the 51st Fighter Wing, Osan Air base Korea, I led a 290 member workforce where 75% of the workforce changed over every 12 months. In less than six months I instilled a sense of unit cohesion and collaboration, within the organization taking them from a 10 year period of Marginal Air Force Unit Readiness Inspection ratings to and excellent rating. To accomplish this leadership success, I led from the front by establishing a new vision, objectives, and accountability structure for the organization. I realigned missions and intermediate leaders to re-energize the organization's customer service focus.

- I established a new paradigm of what expected levels of service would be based on mission objectives and customer feedback to realigning internal team collaboration to best address expectations for newly arriving employees and established customers.
- I provided Air Force senior leaders with accurate assessments of the skills necessary to achieve desired mission outcomes and sought and received the funding to train the workforce to achieve the competency levels required to fill mission critical competency gaps. Results across the board were ratings of 95 % or better in all five core functional mission areas.
- At my turnover in leadership, the organization had been recognized as having the best Family Support (Wellness and Resilience) program in the United States Air Force, and the best overall Mission Support Operation in the Pacific Theater of Operations for 2 consecutive years.

RESULTS DRIVEN

As the Chief of Workforce Development and Career Programs HR Staffing for the U.S. Air Force Personnel Center, Department of the Air Force, I was assigned the transformational mission of performing a proof of concept for a centralized agency wide human resources servicing model for the Department of the Air Force. My goals, established by the Secretary of the Air Force, were to demonstrate an improvement in hiring timeliness, improve customer service quality and commitment, and achieve efficiencies in resources required to accomplish the HR workload supporting a globally dispersed workforce of over 165,000 employees. Upon my assuming this task, I immediately established a customer service feedback process to grasp the mission impact the current process was creating. I then took several strategic steps to insure I would successfully accomplish this transformation proof of concept for the agency.

- I established an operationally competent team led by recognized experts in the individual mission areas and empowered them to make the changes necessary to achieve the results.
- I created customer participatory survey instruments for real-time feedback on operational results as they occurred and was prepared to address and course correct immediately.
- I then realigned available resources both at the centralized test site and brought in managers from the organizations that were being serviced for verification visibility on the processes used.
- I completed the project by averaging 64% fewer days per hiring action than the current time to fill metrics taking on average only 14 days versus the mandated 32 days.
- Dramatic improvements resulted in customer service satisfaction with a 90% satisfaction rating, 10 points above the mandated 80% satisfaction rate objective.
- I was also able to identify process efficiencies to reduce the manning resources by over 25%.
- As a result of the test, the Department of the Air Force chose to consolidate all HR resources to one centralized location in San Antonio TX and consolidated HR staffing and classification resources by over 45 percent.

BUSINESS ACUMEN

As the Assistant Deputy Chief of Staff for Personnel and I took on the challenge of being the Senior Civilian Personnel Human Resources Manager for the Army Materiel Command (AMC), with HR oversight for an organization with more than 65,000 Department of the Army Civilians. I served as the agency's key leader on Human Capital challenges during a historically difficult period which included detailed planning, developing and executing policies, providing Command priorities, metrics and oversight for BRAC, NSPS Transition, Sequestration, Furloughs, and Army-wide civilian and personnel reductions.

- I led the planning and execution of two different employee furloughs in FY13-flawlessly devising and executing a comprehensive plan which affected more than 65,000 Army civilian employees and involved over 150 Collective Bargaining Units around the world.
- I planned, orchestrated and successfully executed the largest BRAC move in the history of the Army, 11,000 civilian positions across 25 states, involving multiple Army commands, a Joint component HQ and four-star HQs. Through effective communication, persistent oversight and innovative management, able to influence 57% of civilian employees to relocate, far exceeding the DOD goal of 30%.
- I improved the Command's visibility of the AMC worker's compensation (WC) program, set metrics, and became the only Army command to reduce WC costs in FY12 and 13. Since FY10 my actions have resulted in AMC reducing costs by more than 10%, a savings of \$6M annually.
- I streamlined mandatory employee training requirements and incorporated the latest in IT systems to eliminate non-productive programs resulting in savings and cost avoidance of more than \$15M per year across AMC.

BUILDING COALITIONS

As the Deputy Director of Personnel (ADCS G1) I was selected by Executive Deputy to the Commanding General to develop and implement a strategic process to address 25% reduction in total authorizations and personnel within Headquarters AMC. Required collaboration with the Directorate of Resources (G8) and the Senior Directors of core functions within the Command to insure no impact to mission accomplishment and minimal disruption to employee promotion opportunities, and workforce development.

- Workforce of 1,000 was in excess of over 200 positions in authorized strength.
- Low moral for 40% of the new hire workforce that was at higher risk for termination.
- Resolved labor union's negative approach to management proposals for reductions.
- I identified key stakeholders within management, union representatives, and the workforce then accomplished sensing sessions to address each groups concerns.
- Gained buy-in to established a joint forum for a transparent RIF mitigation process
- Established an open dialogue with the Department of the Army's Personnel Policy team to review the recommendations my team developed to secure rapid turnaround on needed Agency waivers to rules and regulations that resulted from the group's discussions.

- Produced a benchmark process for establishment of the organization's Human Resources Management Board (HRMB) as the conduit for transparency in HR staffing actions.
- The methodology I developed now implemented across the Command as the standard for collaboration between management, the workforce, and labor unions in reduction in force mitigation programs.

OTHER PROFESSIONAL POSITIONS HELD

Air Force Personnel Center Chief Career Programs Div GS-15, Sep 2006 – June 2009
Department of Air Force Chief Workforce Development GS-14 Nov 2004 – Sep 2006
Department of the Air Chief Force Wartime Manning LTCOL, July 2003 – Nov 2004
Commander/Director of Personnel USAF Osan Korea LTCOL, July 2001 – July 2003

PROFESSIONAL AFFILIATIONS/HONORS/AWARDS:

- Member of Department of Army Civilian Human Resource Board of Directors (2016)
- Member Society of Human Resources Management (2016)
- Department of the Army Meritorious Civil Service Award (2016)
- Department of the Air Force Meritorious Civil Service Award (2010)
- Department of the Army Commander's Award for Civilian Service (2012)

EDUCATION AND SPECIALIZED EXPERIENCE

- Bachelor of Arts, Mathematics, 1983
- Master of Science, Operations Research Management Science, 1989
- Strategic Studies in Airpower Application, 2003
- Senior Human Resources Managers Course, 1995